



P.O. Box 2749
Sacramento, CA 95812-2749
Telecommunications Device for the Deaf - (916) 795-3240
Telephone: (916) 795-2731 Fax: (916) 795-2625

<Date>

<Name>

<Title>

<Address>

<City, State, Zip>

Dear <Title> <Last Name>

The California Public Employees' Retirement System (CalPERS) is one of the largest public funds in the world with approximately \$200 billion in assets under management. CalPERS is currently a shareowner in your company with share holdings of XXXXX which represents .XX% of total shares outstanding. CalPERS is a global leader in corporate governance. In our view, good corporate governance produces good operating and financial performance which contributes to maximizing the value of the company.

CalPERS' Global Corporate Governance Core Principles & Guidelines state the importance of corporate citizenship, stakeholder relations and ethical conduct. Development and adherence to a formal set of principles such as those exemplified in the Global Sullivan Principles is encouraged. Enclosed is a copy of the Global Sullivan Principles for your review.

In 1999, the California Legislature enacted a statute that requires CalPERS to monitor and annually report on investment holdings in companies that do business in California and that owe compensation to victims of slave or forced labor during World War II.

CalPERS contracts with the Investor Research Responsibility Center (IRRC) to perform this monitoring function and provide CalPERS with a detailed annual report. In this report IRRC lists companies that have been identified as having employed forced or slave labor in Nazi-controlled or allied territories from 1929 to 1945.

The CalPERS Investment Committee is concerned that certain companies identified in the Report have not entered into agreements or made other arrangements to settle their responsibilities relating to the use of forced slave labor during the Holocaust Era. Your company has been identified as such an enterprise.

<Name>

<Date>

Page 2

CalPERS strongly encourages you to settle or otherwise resolve the legal action pending against your company. We will be continuing to monitor your company with respect to this important matter and will hope to see progress in the near future. Finally, we wish to inform you that the IRRC report on this matter is posted on our website at www.calpers.ca.gov.

Please feel free to contact me or Dennis Johnson, Senior Portfolio Manager-Corporate Governance, at (916) 795-2731 if there are questions.

Sincerely,

Anne Stausboll
Interim Chief Investment Officer

Cc: Dennis Johnson